

Establishing a National Training & Exercise Center

March 2007



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Exercise and Training Challenges

Capabilities-based planning requires an integrated approach that pools resources, maximizes efficiency, and provides sustained exercise and training support

Finite resources and manpower leads to:

Limited Federal Participation — Federal participation in exercises and training is generally limited to national-level events, such as Principal Level Exercises (PLE), National Special Security Events (NSSE), and the Top Officials (TOPOFF) Exercise series

Limited State, Local, and Tribal Participation — Resource limitations hamper meaningful exercise participation by limiting the realistic regional collaboration, mutual aid coordination, and joint efforts to achieve stakeholder exercise objectives

Institutional Gaps — Non-governmental organization (NGO) and private sector coordination mechanisms lacking, unified strategy or mechanism to coordinate the participation of NGOs and private sector during a major event does not exist



Solution: The National Training Exercise Center (N-TEC)

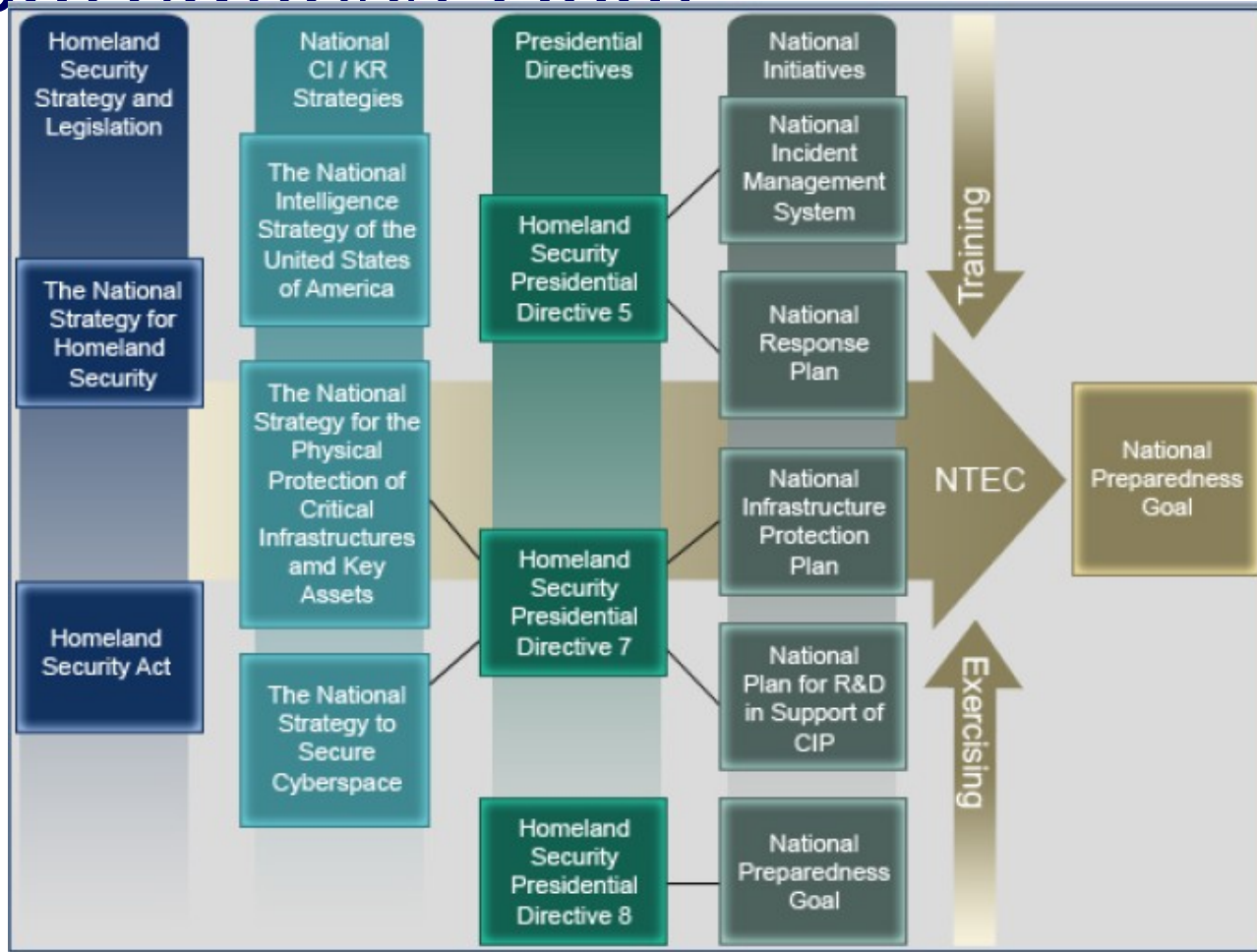
N-TEC will provide a central resource facility and interface to support the Preparedness Directorate's exercise programs, activities, training, and initiatives

N-TEC will address current exercise and training deficiencies by:

- Coordinating management of training for exercise and evaluation programs, activities, and initiatives through expanded exercise participation;
- Enhancing exercise reality by using real-world command, control, and communication networks;
- Simulating non-participating Federal, State, local (FSL), NGO, and private sector entities; and
- Streamlining preparedness objectives and issue resolution through information management and exercise scheduling



N-TEC and the National Preparedness Goal



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N-TEC Objectives

Eight objectives will guide N-TEC efforts:

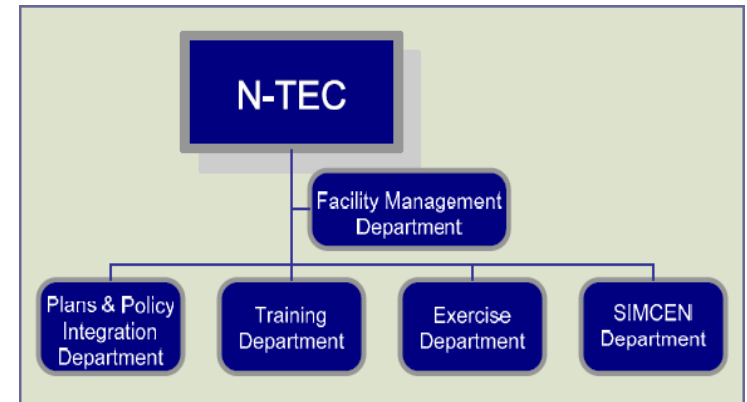
1. Employ tools for Federal, State, local, tribal (FSLT), NGO, private sector, and community entities to partner together to achieve and sustain risk-based target capability levels
2. Integrate scheduling, resources, and information management to improve the efficiency and effectiveness of Office of Grants and Training (G&T) programs
3. Expand regional exercise participation and increase two-way play among FSLT jurisdictions
4. Enhance exercise realism through knowledgeable simulation of FSLT organizations' capabilities and high fidelity emulation of Federal responses accurately reflecting National Incident Management System/National Response Plan (NIMS/NRP) protocols as well as intelligence community products and analysis
5. Reinforce NIMS/NRP incident response policies and procedures and assist with supplementary/supporting plans and protocols development
6. Incorporate information sharing systems and processes to ensure a comprehensive common operating picture (COP) at all government levels
7. Establish the Corrective Action Program (CAP) to identify, adopt, implement, and institutionalize lessons learned and Remedial Action Management Plans (RAMP) to improve FSLT preparedness
8. Provide an alternative operations center for DHS and other Federal preparedness organizations in the event of a catastrophic disaster in Washington, D.C.



N-TEC Structure

The N-TEC will be comprised of five departments:

- **Simulation Center (SIMCEN) Department:** Enhance communication and operation understanding of all preparedness stakeholders by emulating (simulating) actions in support of exercises
- **Facility Management Department:** Ensure a functional training and exercise environment
- **Plans and Policy Integration Department:** Support strategy/plan and improvement planning phases of the Homeland Security Exercise and Evaluation Program (HSEEP) lifecycle, as well as development of capability assessment and national training, exercise, and exercise strategy
- **Training Department:** Apply lessons learned to strengthen training curricula and improve the exercise and evaluation process
- **Exercise Department:** Ensure consistency in exercises through centralized personnel and resources and sustained program management



SIMCEN Mandate

Section 664 of 2007 Homeland Security Appropriations Act:

“The National Exercise Simulation Center uses various methods of simulation to train elected officials and emergency response personnel from all levels of government.”

***The Federal Response to Hurricane Katrina: Lessons Learned,* page 119:**

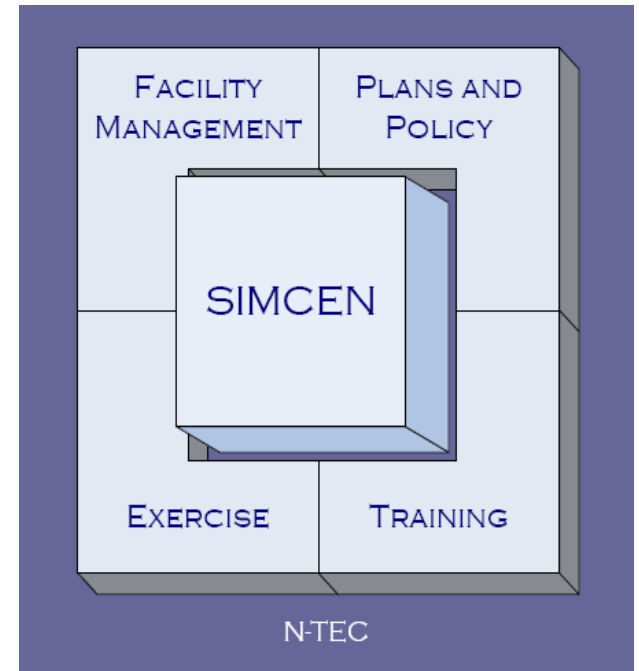
“DHS should develop and fund a National Exercise Simulation Center (SIMCEN), similar to the Department of Defense’s Joint Warfighting Center. The SIMCEN would act as a tool to simulate the Federal role in emergency response and be capable of working with State and local exercises.”



SIMCEN Structure

The SIMCEN will:

- Support training or exercise initiatives/objectives through accurate portrayal of DHS roles and responsibilities
- Simulate the decisions and actions of the National Operations Center (NOC) and Joint Field Office (JFO)
- Support training, assessment, experimentation and information flow between the SIMCEN and exercise venues



The SIMCEN will provide a means to document, measure, and assess organizations against expected performance measures and will enhance communication and operational understanding of all stakeholders by emulating Federal actions during exercises



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SIMCEN Benefits

The primary focus of the SIMCEN will be to simulate Federal roles and responsibilities to support National Exercise Program exercises; however, the SIMCEN can also simulate other coordination centers and State organizations as appropriate

Common exercise methodology

- SIMCEN will support HSEEP

Improved understanding of Federal exercise activities

- Coordination of SIMCEN personnel will strengthen understanding of Federal roles and responsibilities

Experimentation

- The SIMCEN will provide an experimental venue to test advanced operating concepts and new specialized equipment

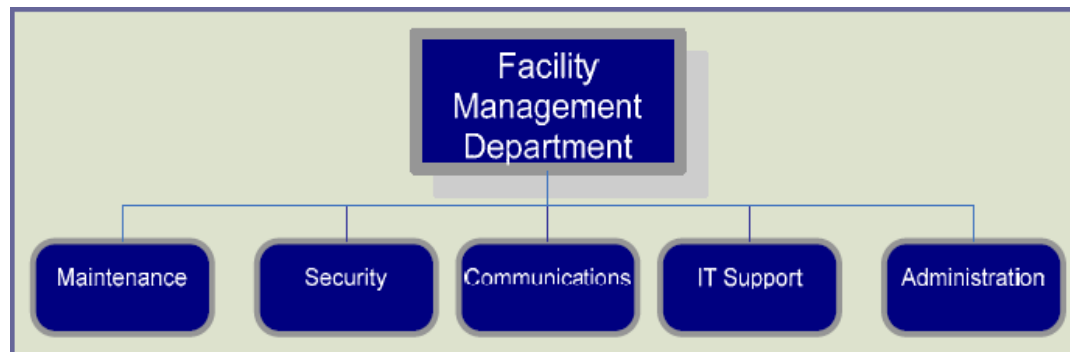


Facility Management Department

The Facility Management Department will ensure a functional training and exercise environment through the integration of people, place, process, and technology to support the mission of the N-TEC

Facility Management Department objectives include:

- Maintaining physical security around facility
- Implementing, integrating, and sustaining information technology systems, communications, logistical support, and resources for N-TEC
- Ensuring long-term cost effective operations



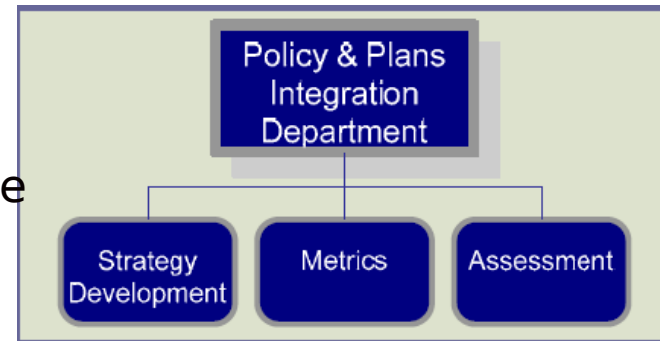
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Plans & Policy Integration Department

The Plans and Policy Integration Department will support the strategy/plan and improvement planning phases of the HSEEP lifecycle, to include development of a capability assessment and training and exercise strategy

Plans and Policy Integration Department objectives include:

- Providing strategy development through research and analysis
- Increasing awareness and application of capabilities-based planning
- Establishing, documenting, and maintaining performance metrics
- Assisting organizations in reporting performance assessments
- Developing strategies to support the maturation of training and exercise assessment systems



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Training Department

The Training Department will apply lessons learned through real-world incidents and exercises to identify gaps in existing training curricula and work with the broader interagency training consortia to fill those gaps

Training Department objectives include:

- Coordinating with the broader Interagency training curricula to document training requirements
- Analyzing training issues from lessons learned and best practices
- Supporting SIMCEN training
- Support the training HSEEP exercise and evaluation process
- Exploring state-of-the-art training tools and techniques

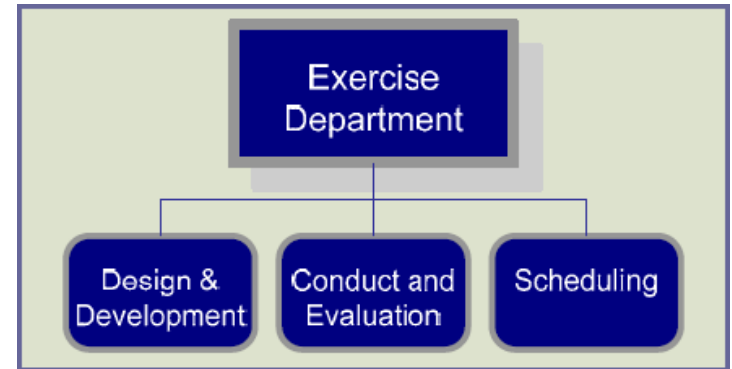


Exercise Department

The Exercise Department will centralize exercise personnel and resources for the NEP and HSEEP to provide economy of effort in support of exercises and ensure sustained program management

Exercise Department objectives include:

- Facilitating exercise integration within DHS and the Interagency
- Providing a centralized location for all exercise program support
- Improving efficiency and exercise quality
- Accelerating the development and integration of knowledge management technology and methodology
- Developing and promulgating procedures and best practices by using the National Exercise Schedule (NEXS) to enhance existing exercises



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N-TEC Growth Considerations

The establishment of a standing operational N-TEC is based on an estimated growth of four distinct phases over a period of six years

- **Phase I** (2006-2007): Near-term (0 FTE)

Pre-decisional predecessor to N-TEC to demonstrate Simulation Cell (SIMCELL) proof of concept

- **Phase II** (2007-2008): 18 month duration (50 FTE)

N-TEC Core: DHS Exercise & Evaluation Division

Expanded SIMCELL operations, training, and event support

- **Phase III** (2008-2010): 24 month duration (100 FTE)

Interagency N-TEC augmentation

Five functional departments operating on an expanding scale

- **Phase IV** (2011-beyond): 24 month duration (200 FTE)

Full operation of all five functional departments and a complete complement of training courses

Note: The FY07 Homeland Security Appropriations Act **does not** provide funding for the N-TEC or an analog.





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